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# Boston Municipal Research Bureau

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**SPECIAL REPORT**

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## FLYNN ADMINISTRATION PERSONNEL REDUCTIONS AFTER SIX MONTHS

After six months in office, the Flynn Administration has reduced the number of city-funded employees on its departmental and hospital payrolls by 165. Because the Bureau's count includes full-time emergency and seasonal employees, this number may understate the City's actual progress in permanent employee reduction. When increases in the School (+114) and Suffolk County (+21) Departments are included, the overall city-funded employee reduction is 30. The total fiscal 1985 personnel services appropriation for departmental personnel will not sustain current personnel levels. The \$256.3 million appropriation for city departmental personnel services does not provide for salary increases negotiated last year or for salary increases to be negotiated this year. The Bureau repeats its recommendation that 850 city-funded positions be cut from the payroll. With the reduction of 165 departmental positions since January, the City's payroll should be reduced by 685 positions over the next twelve months.

	Jan. 3, 1984	July 3, 1984	Change	Percent
City Department	7,983	7,883	(100)	-1.25%
Health and Hospitals	3,701	3,636	(65)	-1.76%
Sub-Total	11,684	11,519	(165)	-1.41%
County Departments	590	611	21	3.56%
Schools	6,489	6,603	114	1.76%
City Funded Total	18,763	18,733	(30)	-0.16%
External Funds				
City Departments	482	472	(10)	-2.07%
Schools	1,037	1,042	5	0.48%
Total External Funds	1,519	1,514	(5)	-0.33%
Grand Total	20,282	20,247	(35)	-0.17%

### Methodology Update

Since calling for a uniform personnel reporting system in its April 26, Special Report, the Bureau has participated in two meetings with city officials to develop a standardized report. Until this work is completed, the Bureau will continue to verify personnel changes by manually auditing payrolls. As a result of decisions agreed upon in the two meetings, employees who are on leave of absence are no longer included in the Bureau's count. Also, full-time equivalencies have been used wherever possible. These changes necessitated a revision of the Bureau's January figures but have produced numbers which more accurately reflect Boston's actual full-time employment.

Emergency/seasonal employees are included in the count because while the positions are intended to be temporary, they are at the time of the count, full-time employees. Some of them are continually reappointed while others are replaced. Any reduction in these categories will be reflected in future Bureau personnel reports. There were approximately 122 employees designated as seasonal in the July payroll count. Excluding them from the Bureau's departmental count would result in a net reduction of 287. Lack of a clear emergency/seasonal employee distinction and different procedures for counting them point to the need to complete work on developing a uniform personnel reporting system.

### Departmental Changes

Over the six month period, thirty-two city departments had personnel decreases, eight had increases and eighteen remained constant. The city departments showing major personnel reductions were: Traffic and Parking (-23), Real Property-Buildings Division (-46), Public Facilities (-32), Police (-70), Fire (-27) and Administrative Services (-23). Significant personnel increases occurred in: Public Works (+21), Parks and Recreation (+154), Library (+24) and Election (+34). Vacancies in the Police and Fire Departments resulted primarily from retirements and should be filled when new classes are brought on in the fall. Increases in the Public Works and Parks Departments are partially attributable to the hiring of seasonal employees. As of July 3, 1984, Public Works employed 43 seasonal workers while Parks and Recreation employed 66. The Health and Hospitals Department registered a full-time equivalency drop of 65 employees.

From January 3, 1984 to July 3, 1984, the number of Suffolk County employees increased by 21. Most of the increase occurred in the Penal (+8) and Courthouse Custodian (+6) divisions. City-funded School Department personnel, on a full-time equivalency basis, increased by 114. Most of the increase came in the Instructional Support (+72), Non-Academic (+28) and Maintenance/Supervisory (+30) categories.

### Conclusion

The total appropriation for city departmental personnel services increased by \$345,725 in this fiscal year and does not provide for approximately \$12 million in salary increases negotiated last year or for potential salary increases to be negotiated this year. The Mayor expects that each department will keep within its appropriation by holding 4% of its personnel services budget in reserve and by having 48 departments cut an additional 5% from operations. Compliance with this order will require significant personnel reductions and may mean limited salary increases. For example, the Library Department's appropriation of \$12 million is level-funded from last year. The reserve of 4% and the cut of 5% will result in a total reduction of \$1 million or 8.4% from last year's actual expenditure level. Meeting these requirements will undoubtedly force personnel reductions in both the central library at Copley Square and in neighborhood libraries throughout the City.

Boston's workforce should be cut by an additional 685 positions over the next twelve months as part of an overall program to reduce operational expenses. This is especially important because of a potential \$40 million shortfall in fiscal 1985. Implementing this recommendation would produce an annualized savings of about \$13 million which by itself is clearly not sufficient to solve the City's larger fiscal problem.

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